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ADJUTANT GENERAL'S OFFICE

MISSION STATEMENT

The State mission of the Adjutant General is to be available on order of the Governor to assist local civil authorities in the event of disaster, disturbance, or other emergency; to plan and train for the employment of the troops and equipment as the situation dictates; to support rescue and relief operations; to aid in recovery and assist civil authorities in maintaining law and order; to control civil disturbances; and to protect life and property. In addition to its State mission, the Adjutant General has a Federal mission to be available and prepared as the first line of defense of the United States; to be prepared to serve whenever Congress or the President of the United States determines that more units are needed for national security than are in regular components of the ground and air forces; and to be prepared to serve on active duty as long as needed.

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STATE DOCUMENTS

PERFORMANCE MEASURES

PROGRAM NAME: *Armory Operations*

FY96 State Funding Level \$1,229,530.00 FY94-95 Funding Level \$ 1,017,331.00
Defense dollars \$ 320,000.00 (Earmarked for telecommunications)
FY 94-95 Rental, Local, & Other Income \$ 521,295.00

PROGRAM MISSION STATEMENT:

Provide funding to ensure maintenance of quality facilities for SCARNG units to conduct their State and Federal missions and provide support to the local communities. Provide direction for the armory rental program.

PROGRAM GOAL:

Ensure the limited armory operations funds are expended for and are used to provide quality facilities for use by the National Guard and the citizens of South Carolina.

PROGRAM OBJECTIVES:

- *Increase operating and maintenance / repair funding.*
- *Impact: Continued funding levels well below the state average for facility operation and maintenance have and will continue to have a severe impact on the operational status of armories and other facilities.*
- *Adequate appropriated funding.*
- *Impact: Adequate funding levels would permit preventive maintenance and timely repairs to be made thereby lowering the chance of large overall capital expense.*
- *Seek increased local government support.*
- *Impact: Increased local funding that has been severely reduced by local communities would reduce State funding requirements.*
- *Increase armory rental revenue.*
- *Impact: Increased rental income would reduce State funding requirements.*
- *Identify funding for Capital Improvements.*
- *Impact:- Programmatic funding is required to replace systems (roofs, heating & air, etc.) within facilities and upgrade substandard facilities to current building and life safety codes. Capital improvement funding is also needed to perform energy conservation measures to reduce utility costs that make up 58% of total operating costs.*

PROGRAM PERFORMANCE MEASURES:

This agency began implementing the principles of Total Quality Management approximately one year ago and has recently started tracking specific performance measures. Data for FY 94-95 is not available. Future reports will include supporting data.

IMPACT STATEMENT:

The Armory Operations Program is responsible for the day to day operations and funds for the maintenance of 80 plus armories and their related buildings, totaling approximately TWO MILLION square feet under roof. Funding for operation and maintenance is well below average cost per square foot for state buildings. After utility costs are subtracted out, funds remaining for maintenance equate to \$0.26 per square foot. Lack of adequate funding causes the quality of the facilities to decrease and increases the requirements for capital improvements. Lack of funding also prohibits this agency from matching defense dollars for capital improvements when such funds are available.

A continued shortfall in funding will decrease mission capabilities of our units, both State and Federal. Reduced mission capability translates in loss of Guard units to other states and the defense dollars to support them. Currently we must request \$500,000.00 non-recurring funds. These funds allow us to pay utility bills in a timely manner.

Lack of adequate State funding also places the agency in violation of the State / Federal Agreement to maintain the armories in good condition. Failure to provide facilities meeting current Department of the Army standards could result in units being lost to states with good facilities. The Army now requires an annual facility status report.

Current codes such as fire, life safety, electric, & ADA cannot be met with our present funds. The State Fire Marshall's inspectors have threatened closure of several of our armories.

Revenue generation through armory rentals is dependent upon well maintained and safe facilities.

PROGRAM NAME: OPERATIONS AND TRAINING

PROGRAM GOAL: To show extent of National Guard counterdrug support to Drug Law Enforcement Agencies and Community Based Organizations within the State of South Carolina.

South Carolina National Guard Counterdrug Support

MAJOR THREATS TO STATE

Marijuana

Crack Cocaine

Powdered Cocaine

SUPPORT PROVIDED

Drug Law Enforcement Agencies Supported

SLED, State Grand Jury, Highway Patrol, local police departments and sheriffs' offices, DEA, US Customs Service, US Attorney's Office and the Organized Crime & Drug Enforcement Task Force, US Marshal's Service, US Postal Inspection Service.

Community Based Organizations Supported

Fighting Back, nationally recognized coalition; Alston Wilkes Youth Home; Honey Hill Community Coalition (Johns Island SC); Pine Ridge (SC) Community Coalition; Latimer Manor (Columbia SC) Community Oriented Policing (COPS); West Columbia Leadership Council; numerous elementary, middle, and high schools; various coalition committee memberships; Red Ribbon campaign activities; Cities In Schools/Department of Juvenile Justice Mentoring at the Gate Program.

Types of Supply Reduction Support

Program management and coordination; intelligence analysis; operational/case support; ground and aerial support to marijuana eradication program; cargo/mail inspection; ground and aerial reconnaissance and surveillance; maintenance, logistical and communications support; linguist/translator support; transportation and engineer support;

Types of Demand Reduction Support

Support to community activities primarily designed to educate, train, or otherwise prevent drug abuse among youth; mentors and role models; presentors and speakers; static displays; "Just Say No" puppet shows at educational institutions, civic and church groups; educational material distribution; community coalition support; speaker and mentoring training for NG personnel; support for SCARNG Youth Camp in conjunction with NG Family Support Groups.

Number of Support Missions

FY-93	37	No expanded aviation & Demand Reduction missions counted
FY-94	88	No expanded aviation & Demand Reduction missions counted
FY-95	305	

FY-96	104	To date (Oct 95-Feb 96)
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RESOURCES

National Guard Federally Paid Personnel

FY-93: 82	FY-94: 64	FY-95: 57	FY-96: 46
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National Guard & Civilian Volunteers

FY-95: 71	FY-96 to date (Oct 95-Feb 96): 28
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Federal Dollars

FY-93	\$ 2.267 M	FY-96	\$ 1.777 M
FY-94	\$ 1.919 M	FY-97 (projected)	\$ 1.725 M
FY-95	\$ 1.819 M		

Federal Equipment

Two OH-58 helicopters modified for the counterdrug support mission; LEA-compatible hand-held radios & thermal imaging systems; night vision goggles; hand-held LORAN & GPS devices; desktop and notebook computers; cellular telephones; pagers; etc.

MISSION RESULTS

NG Assisted Seizures

Items Seized	FY-93	FY-94	FY-95	FY-96 (to date)
Marijuana Plants	10,455	10,541	20,657	585
Marijuana, Processed	3,878 lbs	2,438 lbs	3,178 lbs	1,101 lbs
Cocaine	44 lbs	136 lbs	1,610 lbs	38 lbs
Heroin	1 lb	1 lb	22 lbs	1 lb
Meth/Amphetamine			2 lbs	4 lbs
Other Drugs		2 lbs	\$ 60,330	\$ 3,523
Vehicles		73	84	29
Weapons	95	142	200	125
Arrests	2,700	2,187	3,433	945
Currency	\$ 2,511,488	\$ 10,099,715	\$ 4,327,383	\$ 592,089
Property		\$ 617,326	\$ 990,815	\$ 350,000

Flying Hours Flown

FY-94: 530	FY-95: 797	FY-96 to date (Oct 95-Feb 96): 80
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Number of South Carolina Youth Reached thru Demand Reduction Activities

SPECIAL PROBLEMS

Need additional resources for OH-58 aviation support/flying hours to support marijuana eradication program.

Lack of operations & maintenance funding for communications state-of-the-art upgrades and other equipment to support mission requests.

Insufficient personnel funding to meet current LEA requests. The SCARNG is able to provide less than 60% of the requested support.

PROGRAM GOAL: Prescribe and evaluate all training conducted by the Army National Guard, recommend policies to the Adjutant General, manage the Military School program, publish directives concerning military operations, coordinate annual and inactive duty training programs for all units of the Army National Guard, and plan for the utilization and operational employment of available military resources to support civil authorities of the State during emergencies such as natural disasters, nuclear attack, domestic emergency, and search and rescue missions.

PROGRAM OBJECTIVES: Train to be prepared to mobilize, deploy, fight, and win upon commitment with the gaining Capstone Command.

Provide a balanced combat ready force to meet National Military Strategy and State Missions.

Achieve the highest state of unit readiness consistent with resourcing to ensure mobilization and deployment capabilities are sustained.

PERFORMANCE MEASURES:

- a. Achieve 100% execution of federal funds to support ARNG training.*
 - b. Attain and maintain 85% of UIC Units reporting C-3 or better in MOSQ.*
 - c. Field 100% of allocated ARNG home station training aids, devices and simulators to improve IDT training.*
 - d. Ensure the necessary schooling and training of unit personnel is based on prioritized needs within budget constraints.*
-

e. Ensure that this SCARNG Force Management Mission, i.e., to plan, introduce, integrate the doctrine, force structure, modernization and equipment authorizations essential to fielding a combined arms team that can accomplish its Federal missions, is documented in Army and National Guard regulations.

f. To increase readiness awareness through the establishment and maintenance of a Readiness Council and Committee.

g. Ensure that 100% of CFP units conduct a MODRE within each fiscal year.

PROGRAM NAME: MILITARY PERSONNEL

MISSION: *To advise the agency head on all matters pertaining to personnel matters for the active Army National Guardsmen/Guardswomen, to maintain records on all active and retired personnel, to recruit, test, and enlist officer and enlisted personnel for the agency, and to publish orders, directives, circulars, and other publications in support of the National Guard.*

PROGRAM GOAL: *To support state and local community programs and initiatives designed to improve economic status, education, and quality of life for the state's citizens.*

PROGRAM OBJECTIVES:

- o Conduct Annual Youth Camp: This youth camp promotes patriotism to nation and state. Discipline is stressed and many hours are spent in drug reduction activities/skits/etc.*

Key performance criteria: To conduct one camp annually

Measurement: The camp was very successful using military personnel and volunteers. Approximately 100 campers, ages 10 -14, from all over the state participated in the 1995 camp.

- o Participate in Parades: This enhances patriotism at local, state, and national level.*

Measurement: The South Carolina National Guard participated in every parade when requested (Approximately 75 parades).

- o Conduct open house in local armories: This brought awareness to the people of South Carolina of the state mission of the guard and its impact. It also improved the working relationship between military personnel and civilians in the communities.*

Measurement: There has been no measurement of this objective although it has been highly encouraged and we conducted approximately 200 Open Houses.

PROGRAM GOAL: *To support state and local community programs and initiatives designed to improve economic status, education, and quality of life for the state's citizens. (Cont'd)*

o Participate in High School programs: This has been in the form of speeches, programs, award ceremonies, etc.

Key performance criteria: Participate when requested.

Measurement: There has been no measurement of this objective although it has been highly encouraged and we conducted approximately 210 programs.

o ROTC Camp: The South Carolina National Guard conducted Junior ROTC Camps at Fort Jackson, S.C. 2-20 June 95. Classes were taught in land navigation, water safety, and proper repelling techniques. Approximately 2500 JROTC Cadets participated.

PROGRAM GOAL: To prepare for State and Federal Mobilization

PROGRAM OBJECTIVES:

o Operate Personnel/Administrative Section of TAG Emergency Operation Center/Forward Emergency Operation Center (EOC/FEOC) during a State or Federal Mobilization.

Key performance criteria: Operate successful EOC/FEOC operations and respond to the needs of National Guard uniformed personnel and citizens of this state.

Key indicators: This was evaluated during state exercises at least annually.

Measurement: Annual after-action reviews and evaluations by State and Federal Personnel have proven successful.

o Maintain Standard Installation/Division Personnel System (SIDPERS) database for state payroll for State Duty.

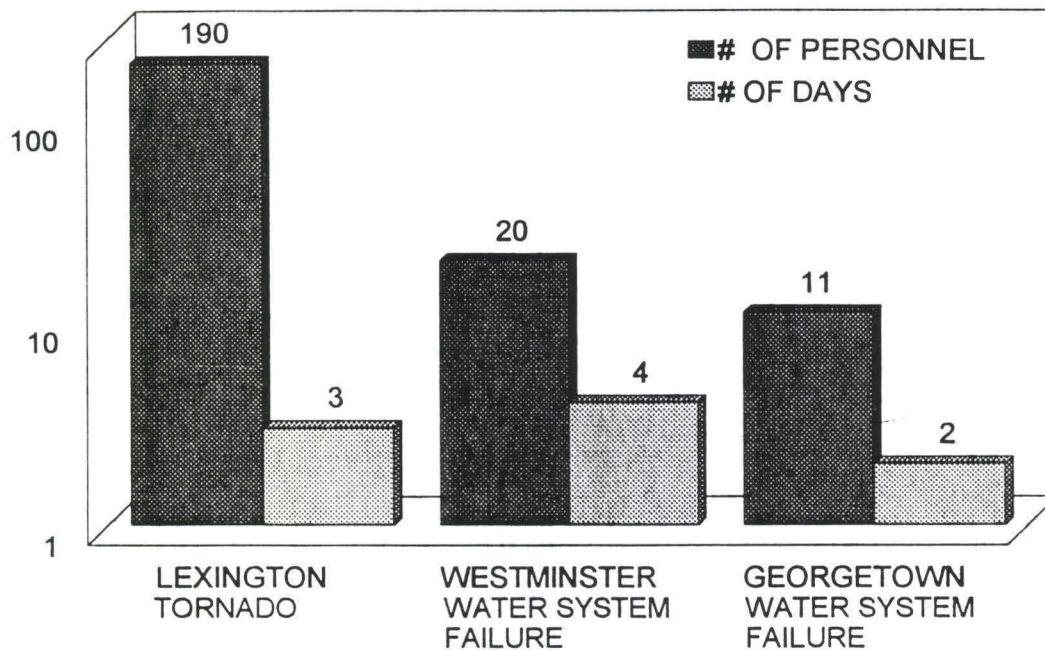
Key performance criteria: Upon mobilization, interfaced SIDPERS with State Payroll with no pay problems.

Key indicators: This system is used for Federal Inactive Duty Training (IDT) and Annual Training AT) and was used during state exercises.

Measurement: No pay problems existed due to the SIDPERS database interface.

STATE ACTIVE DUTY

1 JUL 94 - 30 JUN 95

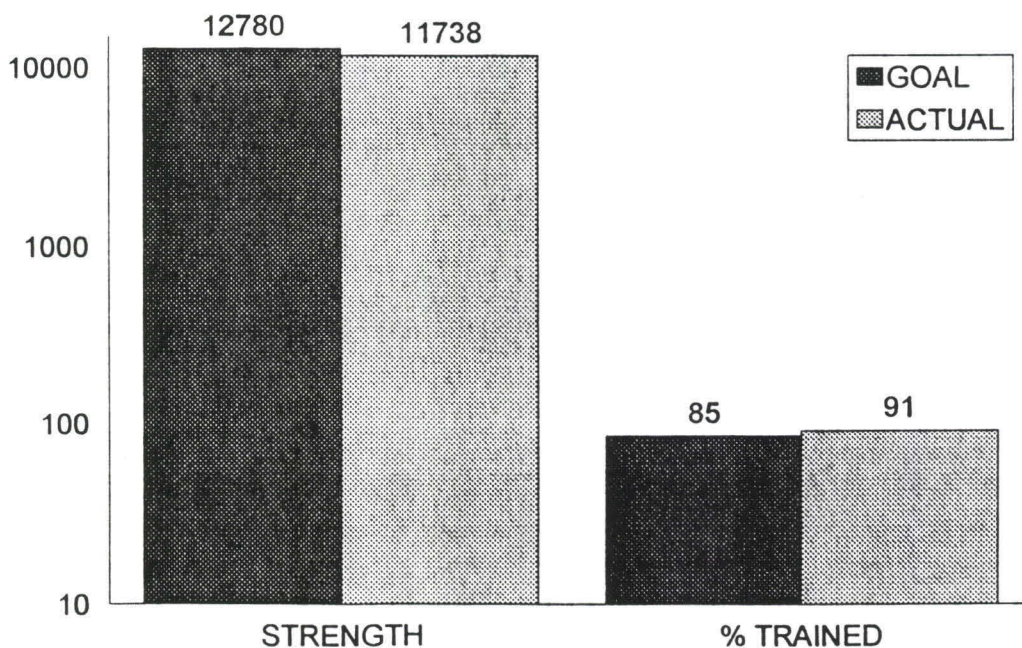


EVERY SPECIFIC REQUESTED PERSONNEL NEED WAS PROVIDED.

SLIDE 1

STRENGTH & PERCENT TRAINED

AS OF 30 JUN 95



DID NOT MEET STRENGTH GOAL / DEPT. OF ARMY FORCE REDUCTION

SLIDE 2

PROGRAM GOAL: Provide high quality - responsive personnel and administrative service to customers.

PROGRAM OBJECTIVES:

o Conduct retirement counseling and seminars on state and federal retirement pay and benefits, and process retirement applications.

Key performance criteria: Process letters of eligibility, maintain suspense files, notify applicants upon attaining age 60, make appointments and process applications for retirement, counsel on all benefits for individual and spouses/dependents. Enter individual into State Pension System.

Key indicators: Checked retirement lists and ensured all personnel received counseling and assistance with retirement applications.

Measurement: Past year's performance records as follows: 1,479 receiving State Pensions, 1,867 Gray Area Retirees (qualified but not age 60) 280 State Pension certificates issued, 307 letters of eligibility issued, 228 retirees and spouses counseled, and 40 deaths processed. (See Slide 3)

RETIREMENT COUNSELLING AND BENEFITS

1 JUL 94 - 30 JUN 95

STATE PENSIONS	1479
GRAY AREA RET.	1867
PENSION CERT.	280
COUNSELLING	228

SLIDE 3

o Provide guidance and manage State Awards and Decorations Program: This provides recognition and expresses appreciation to the soldiers and airmen of the South Carolina National Guard, the citizens of South Carolina, and national and international government officials, etc. for outstanding achievements and service to their country and nation.

Key performance criteria: Provide awards and certificates of appreciation to soldiers/airmen and other persons in a timely manner.

Key indicators: Logs and databases were maintained and checked for timeliness of response to customers.

Measurement: Personnel orders/awards were processed, distributed and maintained in the interest of soldiers/airmen and executed in accordance with laws and regulations. The following awards were processed:

<i>Palmetto Cross</i>	<i>(Heroism)</i>	<i>1</i>
<i>Guardsman Medal of Valor</i>	<i>(Valor)</i>	<i>2</i>
<i>Exceptional Service Medal</i>	<i>(Service to state & nation)</i>	<i>9</i>
<i>Extraordinary Achievement Medal</i>	<i>(Special achievement)</i>	<i>3</i>
<i>SC Meritorious Service Medal</i>	<i>(Outstanding service)</i>	<i>86</i>
<i>SC Achievement Ribbon</i>	<i>(Outstanding achievement)</i>	<i>51</i>
<i>Active State Service Medal</i>	<i>(Honorable longstanding service)</i>	<i>1,015</i>
<i>Palmetto Service Ribbon</i>	<i>(One year service)</i>	<i>593</i>
<i>Retirement Medal</i>	<i>(Recognition of total service)</i>	<i>336</i>
<i>Safety Ribbon</i>	<i>(Promotion of Safety)</i>	<i>45</i>
<i>Outstanding Guardsman Certificate</i>		<i>54</i>
<i>Certificates of Appreciation (Spouses of Guardsmen and others)</i>		<i>410</i>
 <i>Total expressions of recognition to soldiers/airmen/citizens</i>		 <i>2,539</i>

IMPACT STATEMENT: *Soldiers and citizens of this state would not be recognized by the Military Department of South Carolina.*

o Manage one-half free State Tuition Assistance Program:

Key performance criteria: Enroll all eligible personnel applying for this program.

Key indicators: Periodically monitored status for applications.

Measurement: There is only one school participating in this program so far (Limestone College). There were 147 participants in this program.

***o Manage The South Carolina National Guard Tuition Assistance Program
(To include Policy and Selection Priorities).***

*Key performance criteria: Enroll all eligible personnel applying for this program
(within established priorities)*

Key indicators: Monitored priorities and status of applications.

Measurement: The State authorized \$180,000 for use in this program. Tuition assistance totals \$166,677, 434 soldiers benefitted from this program. This program has been eliminated from the budget by the legislature for this current fiscal year.

PROGRAM NAME: BUILDINGS AND GROUNDS

PROGRAM MISSION STATEMENT:

Maintain a work force of skilled trades, tools and equipment to perform maintenance, repairs and minor renovations of all facilities for the Office of The Adjutant General which includes the Military Department of South Carolina.

PROGRAM GOALS AND OBJECTIVES:

GOAL 1: *Maintain more than eighty (80) armories with over two million (2,000,000) square feet and other training, work and storage facilities statewide.*

Objective:

- *Develop a long-range plan to identify facilities for major repairs and renovations.*
Target: 30 June 96.
- *Maintain a crew of trade workers with proper tools and equipment to keep these facilities safe, environmentally sound and operational to standard.*
- *Do inspections after construction and renovations to keep facilities upgraded to meet State/federal regulations/codes.*
- *Increase work force to be able to handle costly repairs and renovations in a timely and efficient manner.*

- IMPACT:

- *With adequate manpower and equipment we can respond immediately to assure valuable military readiness and training is not adversely impacted resulting in loss of valuable scarce resources.*
- *Early reaction to repairs/maintenance/renovations before they become major projects will save money.*

GOAL 2: *Insure a quality environment to work and train and also for community activities.*

Objectives:

- *Schedule training classes for work crews to include safety and environmental codes/regulations. Target: Ongoing*
- *Purchase tools and equipment for work crews to perform their duties in a timely and efficient manner.*

IMPACT:

- *Must become more efficient and knowledgeable to stay in tuned with new technology and building codes/regulation.*
 - *Reduce the number of Worker's Compensation cases.*
-

GOAL 3: *Implement a concept of self-help for preventive maintenance and repair at facilities.*

OBJECTIVE:

- *Install maintenance program (MP-2) on computer to track work request, maintenance and repairs. This program will capture cost and also help to schedule preventive maintenance. Target: 31 Dec 96*

IMPACT:

- *Without this program we will stay bogged down in a hit and miss mess.*

PERFORMANCE MEASURES:

WORKLOAD: *Eleven (11) people completed 532 work requests for maintenance and repairs FY 94-95. A total of 785 requests for maintenance and/or repair was received. Two hundred thirty-two (232) could not be completed because of insufficient funding.*

Efficiency: *With \$1,017,331 state funding and \$521,295 other funding generated from armory rentals and the communities (less the 58% required for utilities) we have approximately \$.26 per square foot for maintenance and repairs. This will not adequately maintain these facilities.*

PROGRAM NAME: TRAINING SITES

PROGRAM GOAL: To maintain the sites located at Leesburg on Fort Jackson and Clarks Hill at McCormick consisting of tracts of land with a considerable number of buildings which are under lease or license to the South Carolina National Guard for use by units to conduct tactical and combat support training. This program is fully federally funded.

PROGRAM OBJECTIVES: To provide support for training, education, and maintenance opportunities to individual soldiers, staff, and units, while protecting personnel, the facilities, and the environment.

PERFORMANCE MEASURES:

- a. Successfully meet all standards of support and performance documented in an annual audit by Internal Review section of USPFO.*
 - b. Successfully meet all standards of the annual State Safety Inspection, and make timely corrections of any deficiencies noted.*
 - c. Conduct an annual Facilities Review Board to prioritize projects, new construction, and improvements.*
-

PROGRAM NAME: ARMY CONTRACT SUPPORT

PROGRAM GOAL:

Direct and effectively administer all facets of the State and Federal Installations Program which includes: engineering design, inspection, construction, master planning, real estate management, utility operations, maintenance and repair of real property (buildings, grounds, utility systems and surfaced areas) and other associated engineering services and operations. The scope of the Installations Program includes over two million square feet of facilities located in 46 counties in South Carolina. The annual operating budget (not including twelve million dollars of Military Construction Program projects) is a federal contribution of over 2 million dollars for a 7% state match of less than 150 thousand dollars.

PROGRAM OBJECTIVES:

- Secure temporary and permanent facilities to house South Carolina Army National Guard (SCARNG) assigned units statewide (prior to activation or loss of facility) and serve the local community.*
- Obtain State and Federal funding and property to construct new /replacement facilities.*
- Design and construct new facilities within budget and established time lines.*
- Maintain SCARNG facilities in compliance with the applicable Federal/State Agreements between the National Guard Bureau and the State of South Carolina. Facilities must be in satisfactory and mission ready condition.*
- Continue to automate facilities management office with networking and facilities maintenance software. Establish home page on Internet linked to SC State Government Home Page.*
- Continue to implement Quality Guard Initiative through additional training, tracking performance measures, evaluation, etc.*
- Continue to be a fair and effective employer of over 39 State and 10 Federal employees.*

PERFORMANCE MEASURES:

- Obligate a minimum of 20% State and Federal Real Property Operations and Maintenance (RPOM) funds of direct facilities maintenance, repair and alterations annually.*
-

Actual Performance: FY 95 Met Goal

Impact: The backlog of maintenance and repair must be identified to be funded.

-Update and distribute Desktop Resource for Real Property Report (DR. REAL) quarterly (March, June, September and December) to National Guard Bureau (NGB). This report is a facility inventory used to determine actual funding levels between states. The SCARNG's DR. REAL is considered to be one of the most current and accurate reports nationwide by the NGB Real Property Manager.

Actual Performance: FY 95 Met Goal

Impact: South Carolina continues to receive a fair distribution of Federal funding for next fiscal year.

-Reduce average age of SCARNG facilities and expend two dollars per square foot to adequately maintain and repair these aging facilities (mean age is currently 31 years).

Actual Performance:

***Federal-**The military construction program is currently replacing two 1950's vintage shops housing over 100 full-time Surface Maintenance personnel.*

***State-**The lack of 25% matching funds results in significantly less than two dollars per square foot of maintenance in rapidly deteriorating facilities.*

Impact: SCARNG facilities are not maintained in compliance with Federal-State Agreement - a legal document certified by the Attorney General's Office. This could result in loss of the assigned units and facilities to the State.

PROGRAM NAME: McEntire Air National Guard Station, Eastover, SC

Annual Defense funding: \$25,000,000+

Required matching state funding: \$249,000

PROGRAM MISSION STATEMENT:

***State** To provide world-class units ready to preserve the life, property, peace and public safety of the citizens of South Carolina.*

The South Carolina Air National Guard works with the Governor's office and the Emergency Preparedness Division to provide manpower, equipment and services to the state during times of natural or man-made contingencies (examples: security, fire-fighting, electrical generators, medical, communications, ground and air transportation for supplies, equipment and people, etc.). Some examples of these types of services in recent years are: response to tornadoes in Lexington County with security personnel, electrical generators and transportation vehicles; response to fires and traffic accidents in the Eastover and Lower Richland communities; response to a small aircraft accident in the Lower Richland community; response to vehicle accident involving hazardous materials with security personnel and fire-fighters; cross-training with personnel in the Richland Memorial Trauma Center in the management of mass casualties, etc.). In addition to these activities, the men and women of the South Carolina Air National Guard are extremely active in volunteer community services - food drives; clothing drives; annual Christmas and Easter parties for underprivileged and handicapped children; outreach programs to school children all over the state, etc.

***Federal** To provide world-class units capable of meeting the nation's needs for humanitarian, contingency and general war requirements, specifically to employ conventional munitions in the following missions: close air support, air interdiction, strategic attack, offensive and defensive counter air, and suppression of enemy air defenses.*

The South Carolina Air National Guard plays a vital role in the nation's total force capability by maintaining a highly trained readiness posture. The SCANG's role during Operation Desert Shield/Desert Storm and its recent acquisition of the newest Block 52 F-16 aircraft with its suppression of enemy air defenses mission proves its value to the Department of Defense; in addition, continuing missions to underdeveloped nations (Honduras, Belize, Guinea-Bissau, Albania) for humanitarian and nation-building missions and to Bosnia in support of NATO forces reflect the wide-ranging capabilities of our state's militia.

PROGRAM GOALS AND OBJECTIVES:

Goal 1: Maintain 100% strength

Objective:

- to recruit at least 9 military personnel per month as needed to maintain effective strength and readiness
 - to maintain full-time manning at authorized strength continuously
-

Impact:

- Military personnel (1,278 authorized) - affects \$10,283,376 in salaries
- Federal civilian personnel (272 authorized) - affects \$11,400,000 in salaries
- State civilian personnel (54 authorized) - affects \$1,075,600 in salaries

Goal 2: Enhance family, employer and community support

Objectives:

- sponsor at least one special event for underprivileged and/or handicapped children this year;
- conduct at least one food drive this year;
- sponsor state JrROTC Drill Competition;
- conduct at least one school out-reach program per month
- participate in at least one Employer Support for Guard and Reserve activity (BossLift, provide airlift for deployments, etc.) this year
- conduct at least one Family Involvement Day this year

Impact: \$25,000,000 distributed throughout the state as a result of McEntire's programs

Goal 3: Continue to implement the Quality Guard Initiative through training, tracking performance measures, evaluation, etc.

Objectives:

- provide 4-Hour Awareness Training to at least 90% of SCANG
- increase the number of metrics currently being used to track and trend performance data by 50% this year
- conduct Unit Self Assessment for all units during FY96
- assist the 240th Combat Communications Squadron with their Quality Air Force Assessment in FY96

Impact: will enhance the SCANG's ability to complete mission in a cost-efficient manner

Goal 4: Successfully fulfill Department of Defense deployment commitments; lay the foundations for accepting the Suppression of Enemy Air Defenses mission

Objective:

- meet Department of Defense pre-requirements for accepting the Suppression of Enemy Air Defenses mission by their specified deadline

Impact: \$12,000,000 worth of additional equipment to be acquired in 1997

Goal 5: Have an accident-free year

Objectives:

- promote ground-safety awareness via base newspaper, flyers, bulletin boards and commanders' briefings at least monthly
- brief flying safety awareness to aircrew at least monthly

Impact:

- Class A accident costs taxpayers a minimum of \$1,000,000
- one Block 52 F-16 aircraft costs \$20,000,000
- one C-130 aircraft costs \$40,000,000
- loss of revenue due to injury incalculable

PROGRAM PERFORMANCE MEASURES:

The South Carolina Air National Guard began implementing the principles of Total Quality Management approximately one year ago and has just started tracking specific performance measures. Therefore data is not available for the time period 1 Jul 94-30 Jun 95. This data will be available for future reports.

IMPACT STATEMENT:

The South Carolina Air National Guard receives in excess of \$25,000,000 annually from the Federal government to provide these services. Of this, \$22,700,000 provides salaries for full-time and traditional Guardsmen and state employees and so is dispersed throughout the state; however, since the majority of the McEntire population lives in the Richland/Lexington/Sumter counties, the main benefit is felt in these counties. In addition to salaries, Federal funding required to support the daily operations of the facility (utilities, supplies, contract services, etc.) flows directly into the state's revenues.

However, some Federal funding (that which is required to pay state operations and maintenance personnel) is contingent upon receiving matching state funds in a 75%/25% ratio. *For example, in Federal FY96, McEntire ANG requested \$280,400 from the state and \$840,900 from the Federal government to pay this requirement. The Federal government provided \$749,000 for these salaries and the state provided \$272,737.* What started out as a Federal shortfall in funding was aggravated by an additional decrease by the state.

The mis-match between Federal and state fiscal year cycles costs us money annually. For example, the Federal government reviews the state of funding at the mid-year point (March of every year); if matching state funding is not on hand at that time, the corresponding Federal funding is withheld or withdrawn. Historically, state funding is not up to 25% by that time-frame and so McEntire and the state have lost Federal dollars every year.

Current and future expansion of the facilities at McEntire (new SCARNG armory and new SCARNG vehicle maintenance complex) will require increasing the number of Federal/state funded operations and maintenance employees and will greatly aggravate this disparity and financial loss. Of note, new facilities are built with Federal funding, and then maintained by state dollars.

As a result of these problems, McEntire Air National Guard Station has experienced a decrease in the ability to maintain its facilities in a cost-efficient manner with some degradation in the facility's infrastructure. If this continues, the unit will not be able to continue to achieve its mission at the required level and *so risks serious cut-backs and possible closure*. This would then *cost the state and its communities millions of dollars of revenue*.

PROGRAM NAME: EMERGENCY PREPAREDNESS

Annual Federal Funding:	\$	6,770,215
Annual State Funding:	\$	363,513
Utility Funding:	\$ -	568,344

Program Mission:

To provide the State with leadership and coordination in emergency management in order to reduce the loss of life and property during disasters and emergencies, and to protect the State's institutions from all types of hazards through a comprehensive, risk-based, multi-hazard emergency management program.

Program Objectives and Goals:

1. *Develop comprehensive plans that will strengthen and enhance the emergency management system.*
 - *Review & update 46 county Emergency Operations Plans*
 - *Review and update South Carolina Emergency Operations Plan, to include all annexes*
 - *Review and update South Carolina Emergency Recovery Plan*
 - *Review and update South Carolina Operational Radiological Emergency Response Plan to include Site Specifics for five commercial nuclear power fixed nuclear facilities (FNFs) and the Department of Energy, Savannah River Site.*
 2. *Develop for the State and local jurisdictions a comprehensive, continuing training program that perfects and amplifies emergency response and recovery skills and capabilities.*
 - *Professional Development Courses*
 - *Response and Recovery Courses*
 - *Mitigation*
 - *Hazardous Materials Training*
 3. *Conduct exercises and drills to test and evaluate all aspects of State and local emergency management systems.*
 - *_____Natural Disaster Exercises*
 - *Radiological Response Exercises*
 - *Hazardous Materials Exercises*
 - *Dam Safety Exercises*
 4. *Educate the public and overall, increase the awareness of emergency management issues.*
 - *Severe Weather Awareness Week*
-

- Tornado Safety Poster Contest
 - Earthquake Awareness Week
 - Hurricane Awareness Week
5. To obtain a facility that would allow the state to adequately conduct response and recovery operations during emergencies and disasters.
- Adequate staffing
 - Communications
 - Automation

Performance Measures:

All efforts have been made to adhere to the unfunded state mandate to review county emergency operations plan on an annual basis. The lack of funds to employ adequate staff has caused the division to complete only 78% of this mandate within the allotted time frame. Other plans have had to be reviewed and revised at an extended suspense date.

Federal funds have allowed the division to maintain a fairly credible training program. However, additional funding would greatly enhance the division's ability to secure instructors with quality expertise in the various phases of emergency management stressed in course curriculum.

During FY-95, the division conducted and participated in 56 exercises and drills around the state. Under our current funding level, we have managed to maintain the federal requirement for the conduct of exercises and drills. Under the current level of funding, no additional exercises can be scheduled and no improvements in the exercise program can be made.

Currently, the division's public information program is dependent upon other programs for funding. Under this penurious system, a comprehensive emergency preparedness public awareness campaigns is out of the question. This severely limits the number of publication distributed, and seminars and civic events in which we participate.

The State Emergency Operations Center (SEOC) facility presently located in the Rutledge Building is approximately 11,040 square feet. Reports and studies indicate that South Carolina sorely needs a facility with at least 29,500 square feet. The current facility severely limits the participation of other response agencies during emergencies and disasters, as documented in several after-action reports and studies and could not sustain long-term response and recovery operations. The proposed new Emergency Operations Center at the underutilized Pine Ridge National Guard Armory would provide the much needed space and would be a first-rate operational facility for the Governor and his agencies should the State experience another disaster of the magnitude of Hurricane Hugo. Utilizing the Pine Ridge National Guard Armory would result in a savings to the State of over

\$3-4 million in construction costs. Further savings would be realized by the Department of Education in utilizing the division's space in the Rutledge Building.

IMPACT STATEMENT

In FY-95, the division's State appropriations amounted to less than 9% of its total budget. In comparison with other emergency management agencies in our region, South Carolina ranks last in per capita funding. The division cannot accomplish its legislatively mandated mission at its current level of funding.

PROGRAM NAME: SOUTH CAROLINA STATE GUARD

MISSION STATEMENT:

To provide an unpaid military reserve force in support of the military department and the people of South Carolina in time of need and emergency.

The South Carolina State Guard (SCSG) works with the Emergency Preparedness Division at the state and local level to provide volunteer manpower during drills and actual emergencies. Examples include: state nuclear plant drills; tornado, hurricane and hazardous material drills, as well as actual disasters.

IMPACT: *During HUGO the SCSG contributed 7,560 hours of volunteer service valued at \$151,000. Furthermore, these 204 volunteers from the SCSG provided their own logistical support. ****NOTE** Hours are valued at \$20.00 per hour plus shelter, transportation and meals.***

The SCSG also serves as a force multiplier for the SCARNG during mobilization for active duty. During this period the SCSG takes over the custody and protection of the 82 local armories, at no cost to the state, until the SCARNG units return home.

IMPACT: *This SCSG mission, upon mobilization of all units, would save the state and its taxpayers \$9,480 per day.*

SCSG troops are actively saving thousands of dollars annually at the state and local level through community service projects. At the state level, the SCSG and its chaplains help support the South Carolina Department of Juvenile Justice (SCDJJ) JROTC program aimed at reducing the rate of recidivism among juveniles.

IMPACT: *Each juvenile that does not return to the SC Department of Juvenile Justice is a savings to the taxpayer of approximately \$40,000 annually.*

Locally, SCSG troops are conducting search and rescue missions; supporting local humanitarian agencies; conducting military funerals; supporting the local sheriff during athletic events and parades.

During FY-95, the SCSG contributed over 5,500 hours of unpaid volunteer service to state and local governments in addition to over 24,660 unpaid hours of training in order to be ready for any emergency or disaster. The value of the time computed at a rate of \$20.00 per hour equates to \$603,200.

PROGRAM OBJECTIVES:

To support the military department in state missions consisting of maintaining public safety; supporting local civil authorities to provide essential services; protecting these essential local resources and service; assisting local law-enforcement agencies based on memorandums of understanding (mou); providing support to the SC Emergency Preparedness Agency both at the state EOC and at the county EOC's through mou's,

at no cost to the state. In addition, the State Guard supports requests for disaster assistance from the SC Red Cross and other humanitarian agencies and conducts state and community service projects at no cost to the state.

GOALS:

A. Organizational development-

- (1) Maintain HQ staff at 90% fill rate; Bde's and Bn's at 70% and Co's at 60%.
- (2) Conduct one joint HQ and Bde staff CPX annually.
- (3) Each HQ principal staff section will attend one Bde conference or one Bde FTX each year.
- (4) At least one commander's conference will be held each year.
- (5) A mobilization and readiness officer will be appointed and maintained at 100% fill rate at HQ and Bde level.

B. Mission Training:

- (1) HQ staff will participate in one annual STARC EOC exercise with the SCARNG.
- (2) Bde's will participate in one MOBEX annually with a SCARNG Armory in their area of operations (AO).
- (3) HQ will participate in one EPD state EOC exercise annually.
- (4) BDE's will establish County EPD mou's with 50% of the counties in their AO.
- (5) BDE's will conduct at least 12 hours of emergency oriented Red Cross or other humanitarian agency training annually.
- (6) HQ and BDE's will conduct at least 500 hours of free community service projects annually.
- (7) Annual Training (AT) will be held annually to promote organizational development and mission training.
- (8) All SCSG training and missions will be in full compliance with AGR 500-2, dated 1 Sep 93.

C. Professional Development:

- (1) 75% of all assigned officers will be qualified for the position they hold.
- (2) 60% of all assigned NCO's will be qualified for the position they hold.
- (3) All recruits will complete basic training within twelve months after they join the SCSG.
- (4) Ensure that 100% of all SCSG personnel are in compliance with SCSG Policy Memorandum 95-5.

D. Recruiting and Retention:

- (1) A recruiting and retention officer will be appointed and maintained at a 100% fill rate at HQ and BDE level.
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(2) The end strength of the SCSG will not go below 40% of the designated SCSG cadre level.

(3) HQ and BDE's will spend a minimum of 8.5 hours recruiting each year.

E. Logistics:

(1) Ensure that 100% of all SCSG members are properly uniformed and equipped to complete the SCSG program objectives and in compliance with SCSG Policy Memorandums 94-1 and 94-4. Officers and the top three grades of enlisted personnel are required to furnish their own uniforms. The remaining enlisted personnel are furnished uniforms which are purchased through state appropriations. If uniforms are not available the SCSG cannot provide the services for which they are capable of providing.

PERFORMANCE MEASURES:

"The South Carolina State Guard has been receiving training in the principle of Total Quality Management during FY-96, and has developed objectives and performance measurements for full implementation during FY-97. Prior to this period the SCSG has not fully tracked its performance and is unable to provide TQM data for the period 1 Jul 95 - 30 Jun 96."

"The performance measurements of the SCSG are designed to insure that the SCSG can accomplish its mission statement and are focused on organizational development, mission training, professional development, recruiting and retention, and mission logistics."

IMPACT STATEMENT:

The South Carolina State Guard is organized into 3 BDE's with one each located in the Greenville, Columbia, and Charleston areas. This wide spread organization insures that all the people of South Carolina are within reach of our volunteer services. Furthermore, our ranks are filled with many retired military personnel that continue to contribute to South Carolina and are rich in talent and have the time to serve. Our ranks are also open to non-prior military that want to join and serve the state through a volunteer military organization. We offer opportunities to all genders and cultures.

"As state and local tax dollars become more scarce and budgets get tighter, volunteerism is becoming more important in supporting state government services. The SCSG is the only state agency that is ready on call to fill that gap." If the state

guard is not available the alternative is to place the national guard on state duty at a terrific cost to the state.

PROGRAM NAME: STATE GUARD

PROGRAM GOAL: To maintain the South Carolina State Guard as the "second line" reserve force additional to the active forces of the South Carolina National Guard, to engage in the maintenance of public safety and security, defeat terrorism, participate in land defense missions and perform other types of services when the National Guard forces are otherwise not available, and to provide a diminutive effort to organize, recruit, and train personnel to administer the State Guard activities.

PROGRAM OBJECTIVES: To maintain a trained, all-volunteer cadre-level military force capable of expanding, as required, to assume all or part of the State missions of the South Carolina Army National Guard (SCARNG). To provide disaster planning and mitigation support to local authorities and to provide support to SCARNG units during the transition to federal active duty (mobilization).

PERFORMANCE MEASURES:

- a. Ensure that training programs relate to and meet mission needs.*
 - b. Ensure that all members complete training at the appropriate level.*
 - c. Ensure an on-going recruiting program to fill all units to the (peacetime) authorized level.*
 - d. Ensure that agreements for mutual support and training have been initiated with all counties and approved at the Adjutant General.*
 - e. Ensure that all members subject to field duty are properly equipped to perform the mission and to protect them from weather conditions or other hazards.*
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PROGRAM NAME: ENVIRONMENTAL RESOURCES MGMT

Annual Federal Funding: \$893,000.00

Annual STATE Funding: \$13,000.00

Program Goal/Mission Statement: To enhance the military and public service mission of the South Carolina Army National Guard, by being a leader in comprehensive environmental management.

Program Objectives: To safely and effectively manage hazardous materials, to protect and preserve natural and cultural resources, to protect endangered species, to manage erosion control, to manage land disturbing activities, to engineer corrective projects to upgrade and remove underground storage tanks, to rehabilitate washracks and to assess the removal and disposal of asbestos containing materials and to administer the SCARNG Environmental Internship Program.

Performance Measures:

a. Conduct Army Environmental Compliance Assessments on South Carolina National Guard facilities:

*Accomplished 74 environmental compliance assessments out of 112 South Carolina National Guard sites.

*Reassessed (Re-inspected) 27 South Carolina National Guard sites for noncompliance issues.

*Accomplished two (working) day turnaround cycle for the issuance of assessment reports back to site commanders.

*Established computerized assessment results.

b. Hazardous Waste/Hazardous Material Storage Capacity Upgrade

*Acquired 10 additional "Safety Storage" lockers (one small and one large size building) at 5 maintenance shops. Out of 18 major maintenance sites, currently only 4 sites do not have adequate Hazardous Materials storage capacity.

*Issued implementation protocol on arranging compatible materials for storage and turn-in/disposal.

*Instituted proper fire suppression systems on all Hazardous Material storage buildings.

c. Promote the South Carolina National Guard Recycling Program:

*Recycled approximately 38 tons of materials, up from 28.5 tons in FY-94.

*Expanded the recycling program to all armories and training areas (Bonded paper).

*Issued recycling bins and receptacles to each office.

*Published guidance on the recycling program.

*Incorporated a block of instruction on recycling in annual environmental briefing.

d. Promote the South Carolina National Guard Internship/ Cooperative Partnership Program with other state agencies and universities.

*Entered into Internship/Cooperative Partnership programs with the Department of Natural Resources, USC & Clemson University.

*Produced a new environmental awareness program

*Developed a management Plan for the state listed Big-Eared Bat at the Leesburg tunnels.

*4 interns from various agencies have worked on different assignments at Leesburg under the Internship/Cooperative Partnership Program.

e. Administer the Underground Storage Tank Program:

*Removed 8 surplus and unnecessary Underground Storage Tanks.

*Upgraded 3 Underground Storage Tanks.

*Secured annual permit for all 20 active Underground Storage Tanks.

*Attained SCDHEC onsite compliance inspections at 4 sites.

*Began preliminary analysis to upgrade the remaining 14 Underground Storage Tanks.

*Conducted one training session on proper Underground Storage Tank administration.

f. Administer Source Reduction/Pollution Prevention:

*Identified 3 procedures in our maintenance operation to reduce the use of Hazardous Materials.

*Completed Pollution Prevention Plans on 3 facilities.

*Drafted Pollution Prevention Plans on 17 facilities. (Pending Approval)

*Submitted Emergency Planning Community Right to Know Act forms to NGB & SCDHEC on schedule.

g. Secure Federal & State Funding to administrate environmental program:

*Identified \$48,500 to support out of cycle construction projects.(Federal)

*Resourced financing to support "FIXES/CLEAN UPS" at state non-supportable sites.
